

2015

Planning Department Business Plan



City of Sugar Land

PLANNING DEPARTMENT BUSINESS PLAN

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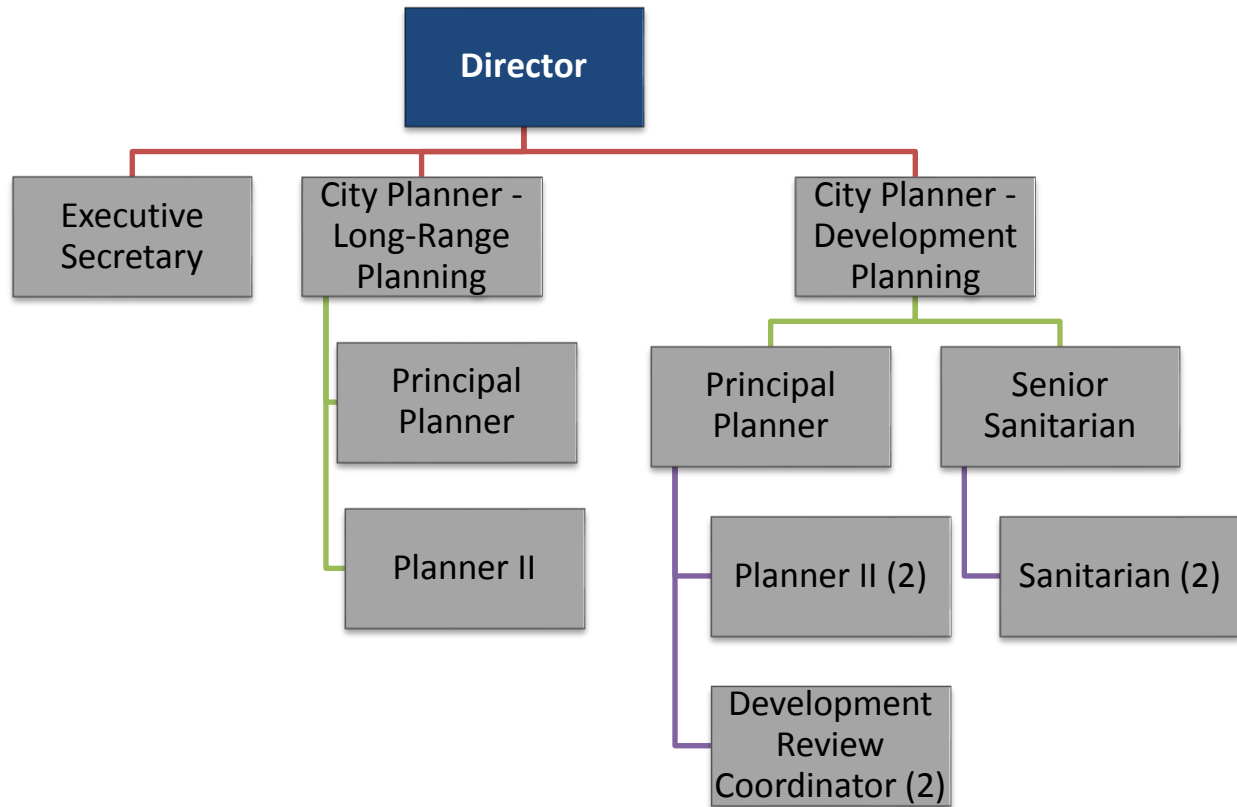
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PLANNING DEPARTMENT

2015 BUSINESS PLAN

ORGANIZATIONAL & FUNCTIONAL STRUCTURE



2015 STRATEGIC PROJECTS

CURRENT DEPARTMENT LED PROJECTS AND INITIATIVES

- Update to Development Code
- Update to Master Drainage Plan
- Update to Chapter 6 (Land Use Plan) Comprehensive Plan
- Update to Water Master Plan
- Update to Facilities Master Plan
- Annexation Planning for New Territory and Greatwood

PROJECTS IN WHICH DEPARTMENT IS A TEAM MEMBER

- Tract 5 Development Planning
- Performing Arts Center Planning & Development
- University Boulevard North Extension Planning
- Update to Development Code
- Update to City Building Codes
- Update to Chapter 6 (Land Use Plan) Comprehensive Plan
- TIRZ # 4 Administration
- Planning for Possible Convention Center
- Definition of City Customer Service Vision
- Update to City Retail Study
- Development of Comprehensive Fee Update Program
- Implementation of Commercial Solid Waste System
- Implementation of City-wide Electronic Document Management System (EDMS)
- Traffic Advisory Commission

EXECUTIVE SUMMARY

The current structure of the Planning Department was created in January 2014 combining both development and long range planning functions within in one department. There are three (3) programs within the Planning Department noted below by City program number:

- Development Planning – 1632
- Long Range Planning – 1633
- Food Inspection – 1641

The Department leads the Development Planning Program, which is responsible for administrating development review for applications such as subdivision plats, site plans, general plans, rezoning and conditional use permit cases, variances, special exceptions, and appeals. The dominant guide for the Program is the City of Sugar Land Development Code.

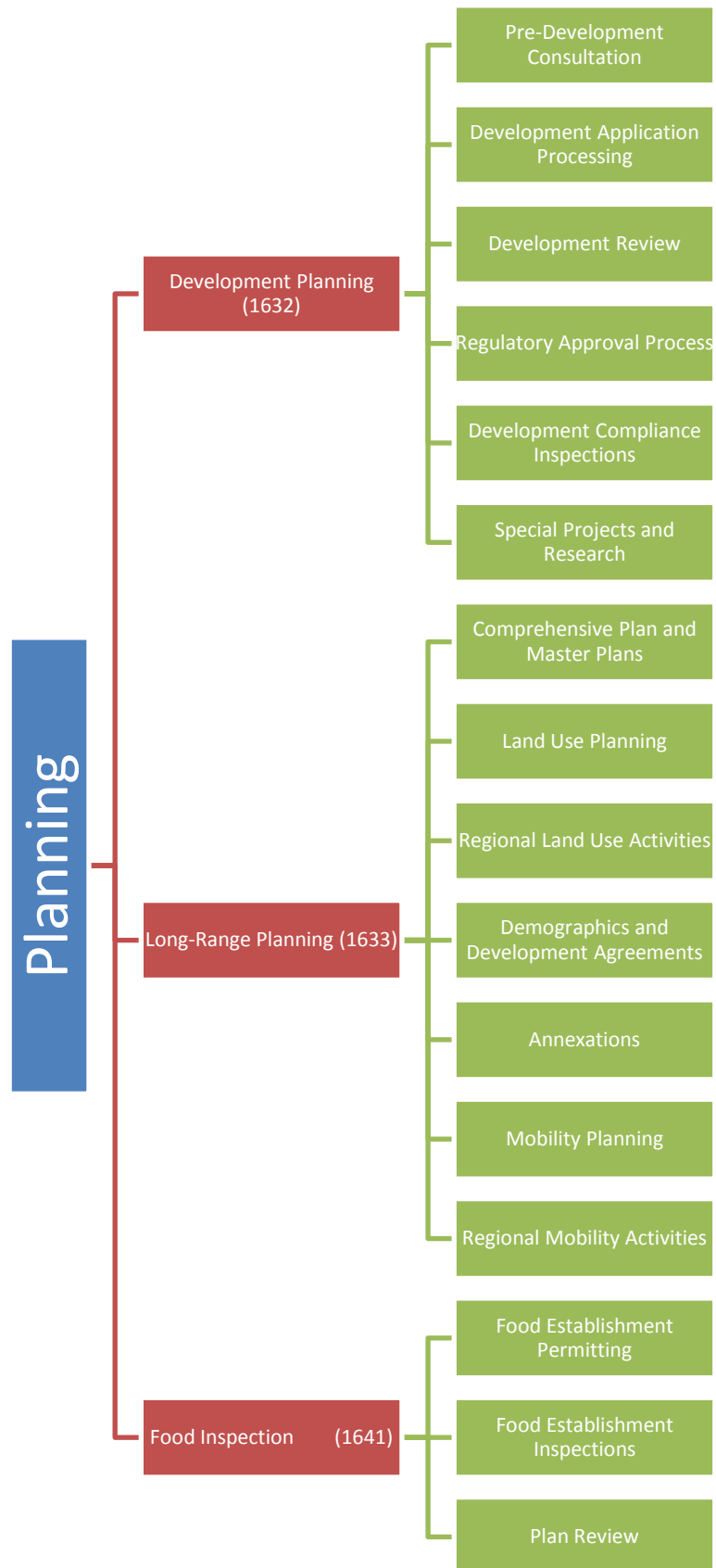
Through the Department's Long Range Planning Program, City efforts to plan for the City's long range needs include development and maintenance of the City's Comprehensive Plan and master plans, annexation planning and implementation, and land use planning. The Food Inspection Program is responsible for the permitting and inspection of temporary, mobile and permanent food establishments across the City in order to ensure they are safe, sanitary and in compliance with applicable codes and regulations. In addition, the Food Inspection staff also conducts reviews of building plans for the construction of new food establishments or the remodel of existing ones.

These programs work toward furthering the common goals of the City's Comprehensive Plan, but with focused support of Safe, Beautiful, Great Neighborhoods, and Balanced Development and Redevelopment.

MISSION STATEMENT

The Planning Department ensures a well-planned City that is safe, beautiful and livable. We do this by facilitating the development and implementation of long-range plans and policies such as the City's Comprehensive Plan and master plans, shaping the city's physical environment through reasonable enforcement of codes and standards and ensuring development quality for the City.

ORGANIZATIONAL & FUNCTIONAL STRUCTURE



2015 PROGRAM OF SERVICES

DEVELOPMENT PLANNING- 1632

PROGRAM SUMMARY

The Development Planning Program is responsible for administrating development review for applications such as subdivision plats, site plans, general plans, rezoning and conditional use permit cases, variances, special exceptions, and appeals. The dominant guide for the Program is the City of Sugar Land Development Code. There are six main services that the program carries out:

- Development Consultation
- Development Application Processing
- Development Review
- Regulatory Development Approval Process
- Development Compliance Inspections
- Special Projects & Research

The key standards and requirements are administrated from the City of Sugar Land Development Code and other associated ordinances. Staff is tasked with the processing and coordination of development applications (to Planners and other reviewing departments), and the subsequent review of those proposals. Certain processes are able to be administratively approved (certifying compliance) such as Minor and Amending Plats, Site Plans, and building and sign permits. In cases of standard plats, rezoning, conditional use permits, general plans, variances, and special exceptions, the staff provides a review and ultimately, a professional recommendation to the Planning & Zoning Commission, Zoning Board of Adjustment, and the City Council for approval. A significant amount of workload includes administrating the zoning portion of the Development Code. The staff is also involved in certain City Strategic Projects, Committees, and specialized development research.

The Development Planning program operates Monday through Friday from 8:00 a.m. to 5 p.m. and is currently supervised by the *Principal Planner* (1), with two *Planner II* (2) staff and two *Development Review Coordinator* positions (2). Due to workload increases of Planned Development (PD) zoning case (review and administration) the program employee of *Planner I* was converted to full-time *Planner II* by the City Manager during FY 13. Conversion of the Program Employee (Planner I) to permanent *Planner II* in FY 13, should allow staff to meet service levels for zoning cases by spreading out personnel resources. Service levels will continue to be examined through FY 14.

Service: Pre-development Consultation

As a part of most development applications, staff recommends that applicants hold a pre-development meeting / consultation prior to submitting applications and plans. This is particularly important for the development of vacant property, and properties that have utility, drainage, or access issues. Development Planning staff coordinate with key City staff that are part of the development review process, in order to provide meaningful pre-development consultations with potential applicants. In addition to the coordination / facilitation role, the staff also examines the proposals for any Development Code / ordinance issues to provide feedback prior to submittals. In the average week,

there are approximately four to six pre-development consultations. Roughly half of these involve the development review group known as the Development Review Committee (DRC).

Service: Development Application Processing

Through this service, the Department ensures that all development applications are processed and checked for completeness and accuracy of the filing information. This service also includes preparing routing packages of the applications for the specific reviewers and reviewing departments. These departments include staff from Planning & Code Services, Engineering, Public Works, Utilities, Fire, Permits & Inspections, and in some cases, Parks & Recreation. The Development Review Coordinators provide this service, and also assist with follow up communications (emails, phone, letters) as needed for applicants. Coordination of development application review facilitates the process to the benefit of the City (gaining quality development) and of the individual applicants (reliable turn-around times; reduced instances of “surprises”).

Service: Development Review (Review and Comments on Applications)

The Development Planning Program staff reviews applications for compliance with the Development Code and other ordinances (ex. Conditional Use Permits, Planned Development PD Districts). In some cases, properties are also subject to Development Agreements with special provisions. The work is routed out from the Development Review Coordinators, and reviews follow specific timelines for turn-around comments to the applicants. The staff notes where there are code or other regulatory issues, or instances where clarification is needed. If there are items to correct or clarify, staff issues a comment letter to the applicants to ensure that the submittals are updated. An important factor in the Development Review Service is the Development Review Committee (DRC), and the weekly meetings to go over projects. The reviewing departments meet weekly as a group as the DRC and are co-chaired by Development Planning and Engineering. Development Cases include:

- General Land Plans
- Minor/Amending Plat review (administrative plats)
- Preliminary, Final, and Short Form Final plats (P&Z plats)
- Infrastructure Construction Plans
- Commercial/multi-family/townhome Site Plan packages
- Rezoning Cases (standard zoning districts), Planned Development (custom zoning districts)
- Conditional Use Permits (CUP's)
- Variances (Zoning and Subdivision Regulations)

The standard development review period for administrative items such as site plan packages and minor and amending plats is within two weeks if the submittals are complete, and made within the deadlines. Non-administrative plats must follow specific requirements for processing based on state law, and comments are sent back to applicants to correct missing information or errors within a three week timeframe. General Plans and zoning applications follow a longer review time based on the complexity, as well as potential accompanying studies such as Traffic Impact Analysis (TIA) or other research. The review is typically three to four weeks, prior to a comment letter being sent out.

Example: Site Plan Package (new commercial site) all-complete by submittal deadline

- DRC “Initial Review” during 1st Week (overview of project, identification of key issues)
- DRC “Comments Due” during 2nd Week (applicants invited for meeting unless minor issues)
- Comment Letter sent out by end of 2nd Week regardless of major or minor issues found

In order to make sure that there is good communication with the applicants on major issues, comment meetings are held with the applicants prior to sending out any comment letters, unless the comments were minor. The next Service Section- Regulatory Development Approval Process, addresses the two separate critical paths for approvals.

Service: Regulatory Development Approval Process

This service involves one of two critical paths for applications. City staff has the ability to administratively certify compliance with applicable codes and ordinances through Administrative Approval in some cases. Examples are single-family residential plans, commercial site plan packages, and Minor Plats. In other cases, staff is the case representative for the application through the process with decision-makers such as the Planning & Zoning Commission, City Council, or Zoning Board of Adjustment, with public hearings as required. All of these require a report from staff, with most cases resulting in a professional recommendation from the Planner. The following chart indicates key development application types and the level of approval:

PR= Professional Recommendation, CR= Commission Recommendation, A/D = Approval/Denial

Development Application Type Processed & Reviewed	Staff	ZBA	P&Z Commission	City Council
General Land Plans	PR		CR	A/D
Preliminary & Final Plats	PR		A/D	
Minor & Amending Plats	A/D			
Public Infrastructure Plans	A/D			
Rezoning Cases	PR		CR	A/D
Conditional Use Permits (CUP)	PR		CR	A/D
Development Application Type Processed & Reviewed	Staff	ZBA	P&Z Commission	City Council
Development Code Amendments	PR		CR	A/D
Zoning Variances	Report only	A/D		
Zoning Special Exceptions	PR	A/D		
Appeals	Report only	A/D		

Subdivision Regulations Variances	PR		CR	A/D
Commercial Site Plan Packages	A/D			
Sign Permit Applications	A/D			
Single Family Permit Applications	A/D			
Zoning Verifications & Change of Ownership or Use Applications	A/D			

PR= Professional Recommendation, CR= Commission Recommendation, A/D = Approval/Denial

Activity: Compliance Certification (Approval or Disapproval)

Once all items are addressed, the Development Planning staff certifies the applications meet Codes, and administratively approve the applications. This may be a Department approval, in conjunction with other departments such as Permits & Inspections, Engineering, or Fire. In some cases such as zoning research or zoning verification, the Development Planning staff represents the key reviewers.

These cases where the City can administratively approve applications without external Boards, Commissions, or City Council include:

Minor/amending plat review

Commercial/multi-family/townhome site plan review

Single family site plan review

Commercial sign review

Miscellaneous (zoning verifications, change of use and ownership applications)

Infrastructure Construction Plans

(Note- Engineering is the primary staff for Infrastructure Plans. Development Planning has role through processing the documents, and overview with interrelated plats)

Activity: Case Liaison for Applications (ZBA, P&Z Commission, and City Council)

In the case of Preliminary, Final, and Short Form Final Plats, the documents are brought forward to the Planning & Zoning Commission for a final approval. Under the City of Sugar Land Charter and Ordinances, the Planning & Zoning Commission is the final authority on all plats, other than administrative platting. The Commission meets twice monthly, with the exception of holiday months of November and December, where one meeting generally is held per month.

The Commission functions as a recommending body to the City Council for rezoning, Conditional Use Permits (CUP's), General Land Plans, subdivision variances, and Development Code amendments. Once the Commission has held any required hearings, and rendered a recommendation, these items are sent to the City Council for a final determination. (While the Commission also serves as a recommending body for the Comprehensive Plan, Master Plans, and the Capital Improvement Program, those items are now brought forward by the Transportation & Long-Range Planning Department or Engineering Department.)

In cases of zoning variances to bulk restrictions, Special Exceptions for pre-annexation residential setbacks, or where an appeal is filed against an administrative official applying zoning regulations, cases are brought forward by staff to the Zoning Board of Adjustment & Appeals for a final decision. The Zoning Board of Adjustment has a scheduled meeting once a month, (3rd Wednesday) that is cancelled when there are no cases.

All of these cases require detailed staff reports with technical information and presentations, and all (except zoning variances or appeals) require a professional recommendation from the Development Planning staff for the decision-makers.

Public Hearings are required for zoning cases, and certain types of replats (residential). The Development Planning Program ensures that all public legal notice documents are prepared, including creation of a vicinity map, explanation, legal descriptions, and address checks per statutory and code requirements. These are routed to the City Secretary's Office for processing to the appropriate media, mail-outs, and to the website. In addition, the staff places a public hearing notification sign at the specific property triggering the public hearing. The following development cases require public hearings:

- Residential Replats
- Rezoning cases
- Conditional Use Permits
- Development Code Amendments (no sign)
- Zoning Variances
- Special Exceptions
- Appeals (no sign)

Service: Development Compliance Inspections

The Planning Department is involved in ensuring that newly constructed sites meet key Development Code and other ordinance provisions, prior to the issuance of a Certificate of Occupancy (C of O) by the City of Sugar Land Building Permits & Inspections Department. In order to assess compliance, Development Planning staff conducts site visits to each development for a field inspection. This is done within three working days of notification from the Permits & Inspections Department or applicant. The most common of these involve commercial sites with ground-up commercial construction, where items such as parking lots, landscape buffering, building finishes, site lighting, sidewalks, and overall bulk regulations are checked against approved site plan drawings. In some cases where properties are either zoned Planned Development (PD) or have received a Conditional Use Permit (CUP), there may be special provisions contained in the Council-approved ordinances such as additional landscaping, building materials, or other site features. All of these must be reviewed and verified for compliance. As the number of specially zoned areas for PD's and CUP's increase, additional resources are needed to ensure service levels are adequately maintained. In addition, long-term inspection for zoning compliance at these areas will be needed, and go beyond standard Code Enforcement items. As a reference, the City of Sugar Land currently has 21 Planned Development (PD) Zoning Districts (Final Development Plans) adopted by City Council Ordinances as of October of 2013. There are at least two areas within the Telfair commercial properties that have 1st Step (General Development Plans) approved, without Final

Plans yet submitted. In addition, large portions of the Imperial property are covered by the 2012 1st Step (General Development Plan) with multiple 2nd Step (Final Development Plans) anticipated for the future.

SERVICE LEVEL EXPECTATIONS

Program: Development Planning	
Service (Activity)	Service Level Expectation
Pre-Development Consultation	Staff responds to questions and situations a timely manner.
Development Application Processing	Staff checks applications for completeness and notifies customers if the application is incomplete within timely manner.
Development Review	Development review is done with accuracy and in a timely manner specific to the type of review.
Regulatory Development Approval Process	
<i>Compliance Certification</i>	Complete post-resubmittal in a timely manner.
<i>Case Liaison for Application (ZBA, P&Z, CC)</i>	Follow statutory requirements regarding public hearings, rezoning timelines, and notice of meetings.
Development Compliance Inspections	Perform inspection in a professional and timely manner.
Special Projects & Research	Project and research completed within timeframes as assigned or directed.

SERVICE LEVEL MEASUREMENTS

Development Planning		Expected Result	
Service	Service Level Measure		FY15
Pre-Development Consultation	Respond within 1 business day and meet within 2 weeks		100%
Development Application Processing	Notification within 48 hours for completeness.		100%
Development review	Site plan and adm. plat within 2 wks; Plats within 3 wks; GLP & rezoning within 4 wks.		100%
Regulatory Development Approval Process	<i>Service Level Measures for Activities Below:</i>		
<i>Compliance Certification</i>	Turnaround within 5 business days		100%
<i>Liaison for Apps. (ZBA, P&Z, CC)</i>	Meet statutory requirements and Public hearing notifications.		100%
Development Compliance Inspections	Inspection within 3 business days for a majority of inspections.		100%
Special Projects & Research	Complete within time frame assigned or directed.		100%

LONG-RANGE PLANNING

PROGRAM SUMMARY

The Long-Range Planning program, provides the following six services:

1. Comprehensive Plan (Chapters 1 through 5) and Master Plans. The Department leads the development of and advocacy for the City's Comprehensive Plan, and ensures the City's master plans are developed in an effective, consistent manner across the organization.
2. Land Use Planning. The Department is responsible for updating, and facilitating an organization-wide effort to implement, the City's Future Land Use Plan.
3. Regional Land Use Activities. The Department leads the City's participation in Houston-region land use activities.
4. Demographics and Development Agreements. The Department maintains long-range information and data such as population estimates and land uses of the City's developed areas and serves as the point of contact for internal and external customer requests for such information. The Department ensures the City is meeting its obligations as established in development agreements.
5. Annexations. The Department oversees and carries out the City's annexation efforts for areas without a municipal utility district ("non-MUD areas"). The Department assists as needed with annexations of areas with a municipal utility district ("MUD areas") according to Strategic Partnership Agreements (SPA).
6. Mobility Planning. The Department is responsible for updating, and facilitating an organization-wide effort to implement, the City's Comprehensive Mobility Plan. The Department also has a lead role in addressing issues relating to freight rail and in securing external funding for transportation improvements.
7. Regional Mobility Activities. The Department leads the City's participation in studies by external agencies regarding transportation planning.

Details on each of the five services are provided below.

SERVICES AND SERVICE LEVELS

Service: Comprehensive Plan (Chapters 1 through 5) and Master Plans

The Department "owns" the City's Comprehensive Plan (Chapters 1 through 5) and leads the development, maintenance and implementation of the Plan. The Department facilitates the development of the City's master plans.

Activity: Comprehensive Plan Review and Updates

The Department is the "owner" of the Comprehensive Plan and leads the Comprehensive Plan update process. As background, the Comprehensive Plan has six (6) chapters: Chapters 1 through 4 provide background information, Chapter 5 describes the City's Vision, Goals and Objectives, and Chapter 6 is the City's Land Use Plan. This activity relates to Chapters 1 through 5.

Every year the Department will complete a review of the Comprehensive Plan. The purposes of the review are 1) to identify areas where additional efforts are needed in order to implement the

Comprehensive Plan and 2) to determine if an update to the Plan is needed. The review will be done concurrently with the Annual Master Plan Review Program.

Should an update to the Comprehensive Plan be necessary, the Department will facilitate an organization- and community-wide effort to complete the update. Updates to the Comprehensive Plan involve extensive outreach to the community. Updates should occur every 5-10 years or when there is a significant change in policy direction or vision.

Activity: Comprehensive Plan Ownership and Advocacy

The Department has a role in ensuring implementation of the Comprehensive Plan. This role involves educating the organization on the Plan's content and guidance and encouraging its use as a reference in the organization's regular activities. The Department will perform this education through occasional presentations or other communications to various groups. These groups include the community at large, City Council, department heads, boards and commissions, Emerging Leader Academy, Sugar Land 101, etc. The Department will provide expertise on the Comprehensive Plan for the City's strategic planning process and into master plan update training. The Department will meet with the development community as necessary to provide Comprehensive Plan guidance at pre-development meetings.

Activity: Oversee Master Plan Update Process

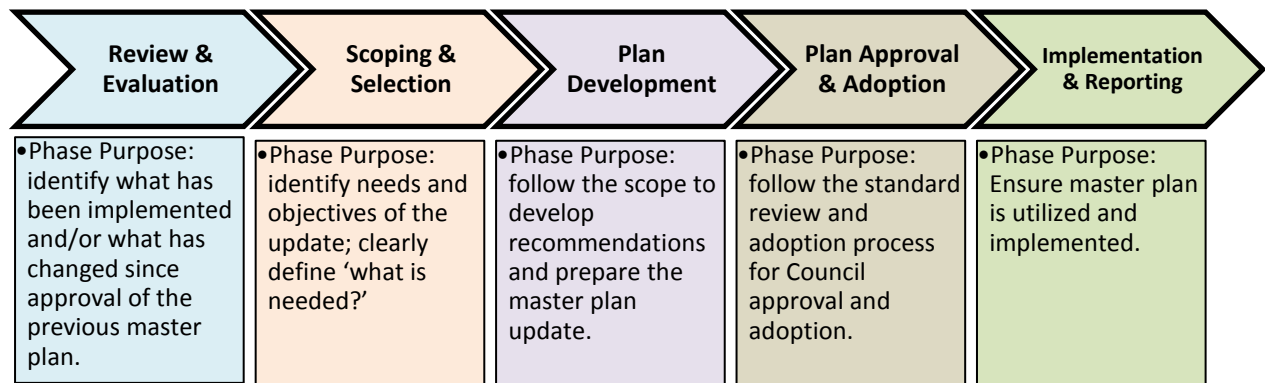
The Department is responsible for ensuring a consistent and effective approach is utilized to update the City's master plans. The Department led the development of a new approach to updating master plans in FY12. The Department is incorporating this approach into an update to the City's Master Plans Policy.

For reference, the City's eight (8) master plans are as follows:

1. Land Use Plan
2. Parks, Recreation and Open Space Master Plan
3. Hike and Bike Trails Master Plan
4. Municipal Facilities Master Plan
5. Water Master Plan
6. Wastewater Master Plan
7. Thoroughfare Master Plan
8. Drainage Master Plan

Under the new Master Plans approach, the Department coordinates with "owning" departments to identify the goals and objectives of the Comprehensive Plan applicable to each master plan. The Department assists owning departments in identifying policy issues that need to be addressed. The Department ensures an adequate public process is incorporated into the update process that allows for public input on key policy issues. If necessary, the Department will provide training to staff teams responsible for updating a master plan. This training may include a review of the master plan policy and process, the difference between policy and technical questions, and the use of public input as the basis for recommendations on policy questions. The Department ensures that master plans use consistent assumptions for development and utilize standardized presentation of costs. All master plan updates are reviewed by Planning & Zoning Commission and City Council. The Department assists owning departments in scheduling, preparing and presenting workshops and public hearings with these groups.

For reference, this process is depicted graphically in the draft updated Master Plans Policy as follows:



Activity: Master Plan Annual Reports

The Department leads the annual review process for all master plans. By policy, all master plans are to be reviewed annually. To facilitate this annual review, owning departments complete an annual report for each master plan. The annual report's purpose is as follows:

- 1) To assess the implementation of each master plan;
- 2) Identify areas requiring additional efforts and make recommendations to address these areas in the upcoming fiscal year; and
- 3) Identify gaps or inconsistencies in the plan as part of determining whether an update to the plan is needed.

The Department initiates the review process by distributing the appropriate annual report format to owning departments of master plans. The owning departments use the template to prepare and document the status of each master plan. The Department reviews the annual reports and works with owning departments for consistency and quality. The Department compiles a summary of the annual reports and presents the status of each master plan to the City's Executive Team and City Council. The annual review process will begin in July and be completed through a workshop to City Council by October of each year. This timing allows outcomes of the annual review to inform the development of future CIP projects, strategic projects, and budget impacts.

Service: Land Use Planning

Under this service, the Department leads the organization's long-range land use planning efforts. This service includes three activities:

- a. Updating the Future Land Use Plan (Chapter 6 of the Comprehensive Plan)
- b. Annual Land Use Project Programming
- c. Land Use Project Implementation

Activity: Updating the Future Land Use Plan

The Department leads updates to the City's Future Land Use Plan, which is Chapter 6 of the Comprehensive Plan. The Department will annually review the Plan to determine whether an update is needed; this review includes the generation of an "annual report" for the Plan. Based upon this review, the Department will periodically lead a process for updating the Plan. This update process typically involves leadership of a team of City staff and possibly consultants through a public process and technical analysis, culminating in City Council adoption of the update. The City's proposed Master Plan Policy suggests that updates to master plans such as the Land Use Plan should occur every 5 to 10 years.

Activity: Annual Land Use Project Programming

The Department will ensure the Land Use Plan is implemented by leading the organization in an annual process to adopt a program of projects to pursue for the upcoming fiscal year. This process will include several steps as follows:

1. Review of the Plan's recommendations and identification of high-priority projects
2. Coordination with other departments and Executive Team staff to develop organization-wide consensus on a program of projects to pursue, including assignment of owning department for each project
3. Submission of recommended projects as strategic or CIP projects and inclusion in budget processes as necessary.

This activity will be completed annually. This activity will result in a program of land use projects to pursue in the upcoming fiscal year.

Activity: Land Use Project Implementation

The Department will implement individual Land Use Plan or other long-range land use planning projects. These projects may be strategic projects or may be internal Department projects. The Department will coordinate with other departments, such as Economic Development or Engineering, as necessary in implementing these projects. Examples of land use planning projects could include a program to encourage preferred redevelopment styles, development of a plan for a specific area targeted for redevelopment, or code modifications to encourage the accomplishment of City land use objectives. The Department will implement these projects as assigned on an annual basis and in accordance with workloads and City priorities.

Service: Regional Land Use Activities

The Department leads the City's participation in Houston-region land use activities.

Activity: Regional Studies Representation

The Department leads the City's participation in land use studies performed by others in the Houston region. Because Sugar Land is situated in a larger metropolitan area, City participation in these studies is necessary to promote City interests in regional planning efforts that could impact the City. These studies happen from time to time and may be led by H-GAC or other agencies. The Department will represent the City's interests in the project by participating on consultant selection committees, work groups, and attending project meetings. Example projects include H-GAC's Fort Bend Subregional Initiative and the Regional Plan for Sustainable Development.

Service: Demographics and Development Agreements

The Department maintains current and long-range demographic and land use information such as population estimates and land uses of the City's developed areas and serves as the point of contact for internal and external customer requests for such information.

Activity: Population Estimates and Projections

The Department prepares population estimates and projections for the City and the City's ETJ. The Department provides these estimates to departments for reporting purposes or for estimating future service level requirements. The Department plays a primary role in addressing issues arising from each Census, including leading "count committees" and public outreach. In between Census years, the Department estimates the in-City population and number of dwelling units annually every January based on residential building permits issued in the previous year. The Department estimates the City's ETJ population and number of dwelling units annually utilizing the results of the land use inventory.

The Department creates projections for in-City population for one- and two-year horizons. Additionally, both the in-City and ETJ populations are projected at five-year intervals out to approximately 20 years. The projections are accompanied by text that explains the assumptions behind the projections such as development phasing plans or trends and persons per household. This activity will be completed annually at the end of the calendar year. This timeframe allows for a January 1st population estimate that can be used for the remainder of the calendar year.

Activity: Demographics

The Department tracks and conducts research and analysis of population growth and development trends by monitoring various sources of new demographic information. The sources include the U.S. Census, American Community Survey, U.S. Census Population Estimates Program, and Texas State Data Center. The Department will compile information from these various sources in a summary report and distribute the report via an FYI memorandum to City Council and City departments annually in January of each year. The Department serves as the main point of contact to provide demographic information to internal and external customers as requested.

The Department also coordinates the City's efforts and updates to Census-related information such as providing changes to City boundaries to the Census' annual Boundary Area Survey (BAS). Department staff also serves as a liaison coordinating efforts and City participation during the decennial census.

Activity: Land Use Inventory

The Department organizes and conducts an annual land use inventory of the City and the City's ETJ areas. The results of the inventory are compiled for reporting and documentation purposes on land uses. The data serves as the basis for population estimates in the City's ETJ and can be used for annexation planning purposes. The data can be used for various other needs, but generally is used to provide a baseline overview of the City's land uses. This activity is completed annually.

Activity: Development Agreement Monitoring

The Department ensures the City and the development community are meeting their obligations as established in development agreements. As examples, these obligations may include the construction of improvements, or alternatively could include the preclusion of a development approval until a developer meets his or her own obligations. The Department maintains a list of developer and City obligations and triggers that dictate when the obligations must be fulfilled. The Department monitors current planning activities and identifies obligations are triggered. The Department coordinates with other departments such as Planning and Environmental Services and Engineering to ensure these departments understand and ensure that developer and City obligations are fulfilled.

Service: Annexations

The Department oversees and carries out the City's annexation efforts for areas without a municipal utility district ("non-MUD areas"). The Department assists as needed with annexations of areas with a municipal utility district ("MUD areas").

Activity: Annual Non-MUD Annexation Review Program

The Department conducts an annual review of the City's non-MUD ETJ areas for the purpose of determining whether to recommend annexation. The Department identifies any changes in existing conditions for these areas. Based on criteria outlined in the City's annexation policy for non-MUD areas, Resolution 07-37, the Department assigns each area a priority ranking and forwards any recommendations for annexations to City Management and City Council for consideration. When considering the review of fiscal impacts, service provisions, and interdepartmental coordination, this process may take 4 to 6 months. The Department completes this activity annually, beginning in June of each year, with a goal of workshop with City Council on necessary annexations by October. The Department will subsequently work with City Council to adopt resolutions, if necessary, on which areas to annex. The Department will then make recommendations on including the identified annexations into the subsequent year's (i.e., one year following the October workshop) strategic work plan.

Activity: Lead Annexation Process for Non-MUD Areas

Once the City has decided to annex property into the City, the Department leads the City's efforts to prepare and process annexations in accordance with State requirements. These efforts include coordination with other departments to prepare a detailed service plan and full fiscal impact analysis as well as notification of property owners and required agencies. The Department ensures that all aspects of annexation implementation are considered during the preparation of a service plan including post-annexation steps such as application of permanent zoning. This activity is completed as needed, dependent upon the City's decision to annex property. The Department will utilize the Assistant City Manager of Community Development as an advisor in this process. The Department will carrying out the mechanics of this process, including issuance of public hearing

notices, development of annexation ordinances, City Council and Planning & Zoning Commission presentations, or other items as needed.

Activity: Assist Annexation Process for MUD Areas

The Department will coordinate with the Assistant City Manager of Community Development as needed to implement annexations of MUD areas according to Strategic Partnership Agreements (SPAs).

Service: Mobility Planning

Under this service, the Department leads the organization's mobility planning efforts. This service includes six activities as described below. The first three activities relate to the City's Comprehensive Mobility Plan:

- a. Comprehensive Mobility Plan: Developing and Updating the Plan
- b. Comprehensive Mobility Plan: Annual Project Programming
- c. Comprehensive Mobility Plan: Project Implementation
- d. Rail Issues. The Department has a lead role in City efforts to address issues relating to freight rail, including noise reduction and rail crossings.
- e. External Funding Acquisition. The Department leads the City's efforts to secure external funding for transportation improvements, primarily by pursuing state and federal funds through working with the Houston-Galveston Area Council (H-GAC).
- f. Liaison to H-GAC and the Houston Region

Activity: Comprehensive Mobility Plan: Developing and Updating the Plan

The Department leads updates to the City's Comprehensive Mobility Plan. This Plan was first adopted by City Council in May 2011, and while not one of the City's eight (8) official "master plans", the Plan serves as one of the City's "Guiding Documents". The Department will annually review the Plan to determine whether an update is needed; this review will include the generation of an "annual report" for the Plan. Based upon this review, the Department will periodically lead a process for updating the Plan. The City's proposed Master Plan Policy suggests that updates to plans such as the Comprehensive Mobility Plan should occur every 5 to 10 years. This update process typically involves leadership of a team of City staff and consultants through a public process and technical analysis, culminating in City Council adoption of the update.

Activity: Comprehensive Mobility Plan: Annual Project Programming

The Department will ensure the Comprehensive Mobility Plan is implemented by leading the organization in an annual process to adopt a program of projects to pursue for the upcoming fiscal year. This process includes several steps:

1. Review of the Plan's recommendations and identification of high-priority projects

2. Coordination with other departments and Executive Team staff to develop organization-wide consensus on a program of projects to pursue, including assignment of owning department for each project
3. Submission of recommended projects as strategic or CIP projects and inclusion in budget processes as necessary.

This activity will be completed annually. This activity will result in a program of mobility projects to pursue in the upcoming fiscal year.

Activity: Comprehensive Mobility Plan: Project Implementation

The Department will implement individual Comprehensive Mobility Plan or other mobility planning projects. This implementation focuses on the planning phase when policy issues are a primary focus and significant public input is necessary to guide policy decisions. Once mobility projects move beyond planning and are ready for preliminary engineering or design, the projects are generally assigned to other departments for leadership, primarily Engineering or Traffic Operations. The mobility planning projects currently performed by the Department include pedestrian & bicycle planning or transit planning. The Department will coordinate with Engineering, Traffic Operations, Planning & Environmental Services, and other departments as necessary to ensure the success of each project. However, the Department also has the ideal background and expertise to accomplish the City's thoroughfare planning and rail planning needs as well; in the future these needs might best be accomplished by reassigning these projects to the Transportation & Long-Range Planning Department.

Activity: Rail Issues

The Department is the City's primary liaison to Union Pacific Railroad and is the City's primary freight rail expert. The Department leads the City's response to a number of rail issues, including noise reduction and rail crossing issues. The Department also interfaces with the Gulf Coast Rail District on rail issues that affect the City. The Department will solicit guidance from the City Council Intergovernmental Relations Committee on these issues. This activity is completed on an ongoing basis as issues arise; individual issues must be addressed in a timely manner.

Activity: External Funding Acquisition

The Department acquires external transportation funds for the City's mobility projects. The Department's focus for this activity is federal and state funding; however, this activity could apply to County mobility bond funds as well. The Department monitors federal and state funding opportunities through involvement with the Houston-Galveston Area Council (H-GAC) and by monitoring grant opportunities. The Department monitors grant opportunities primarily by being on the email distribution lists of granting agencies such as the Texas Department of Transportation. The involvement with H-GAC includes participation in the regular Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP) processes and various H-GAC subcommittees. The Department leads the City's response to H-GAC-issued "calls for projects" for the TIP. This activity includes developing organization consensus on which projects and external funding opportunities are appropriate for targeting. The Department may, in the future, lead the development of City policy guidance for external mobility funding.

Service: Regional Mobility Activities

The Department leads the City's participation in Houston-region mobility activities, including representing the City on H-GAC Committees, and Technical Advisory Committee (TAC), among others. Land use activities formerly led by Transportation and Long Range Planning are now led by the Planning Department.

Activity: Liaison to H-GAC and Related Organizations

As the City's primary liaison to H-GAC, the Department serves as an ambassador for Sugar Land to the Houston region. The Department represents the City on several H-GAC committees, including the Technical Advisory Committee (TAC) and its subcommittees, and influences these committees for the benefit of Sugar Land and the region. The Department utilizes its role at H-GAC to develop positive relationships with other Houston region agencies and utilizes these relationships to leverage City interests through agreement negotiations, cost sharing or funding issues, knowledge sharing, or other ways.

Activity: Regional Studies Representation

The Department leads the City's participation in land use or transportation studies performed by others in the Houston region. Because Sugar Land is situated in a larger metropolitan area, City participation in these studies is necessary to promote City interests in regional planning efforts that could impact the City. These studies happen from time to time and may be led by H-GAC, TxDOT, the Gulf Coast Rail District, or other agencies. The Department will represent the City's interests in the project by participating on consultant selection committees, work groups, and attending project meetings. Example projects include H-GAC's Fort Bend Subregional Initiative, Regional Plan for Sustainable Development, the Gulf Coast Rail District's freight rail bypass study, and commuter rail feasibility studies.

SERVICE LEVEL EXPECTATIONS

Program: Long Range Planning	
Service	Service Level Measure
Comprehensive Plan (Chapters 1-5) & Master Plans	<i>Service Levels as Defined by Activities Below:</i>
<i>Comprehensive Plan Review and Updates</i>	Complete a review of the Comprehensive Plan, determine if updates are needed, and complete updates as needed in accordance with State law and City Policy requirements
<i>Oversees Master Plan Updates Process</i>	Conduct updates in accordance with Master Plan policy
<i>Master Plan Annual Reports</i>	Lead a Review of all master plans by October of each year.
<i>Maintain City Master Plan Policy</i>	Review and update the policy
Land Use Planning	<i>Service Levels as Defined by Activities Below:</i>
<i>Updating the Land Use Master Plan</i>	Annually complete a review of the Land Use Plan, outline needs, and complete updates every 5 to 10 years or as needed in accordance with City policy requirements
<i>Annual Land Use Project Programming</i>	Develop a proposed program of land use planning projects
<i>Land Use Project Implementation</i>	Complete long-range land use projects as needed.
Demographics and Development Agreements	<i>Service Levels as Defined by Activities Below:</i>
<i>Population Estimates and Projections</i>	Provide a report on population estimates, projections, and demographic information in January in accordance with the City's Demographic Policy.
<i>Demographics</i>	Provide City demographic information to internal and external customers in timely manner. Perform a coordinating role during decennial census.
<i>Land Use Inventory</i>	Complete land use inventory
<i>Development Agreement Monitoring</i>	Review Development activity and ensure the enforcement of developer and City obligations as established in development agreements.
Annexations	<i>Service Levels as Defined by Activities Below:</i>
<i>Annual Non-MUD Annexation Review Program</i>	Complete review of ETJ non-MUD areas with the review initiating in June of each year.
<i>Lead Annexation Process for Non-MUS Areas</i>	Coordinate and lead process for all non-MUD annexations in accordance with State law.
<i>Assist Annexation Process for MUD Area</i>	Support Community Development as needed with annexation of MUD areas.

Comprehensive Mobility Plan: Developing and Updating the Plan	Complete a review of the Comprehensive Mobility Plan and complete updates every 5 to 10 years or as needed in accordance with City policy requirements.
Comprehensive Mobility Plan: Annual Project Programming and Implementation	Develop a proposed program of mobility projects. Manage assigned mobility projects as needed and in coordination with other departments.

SERVICE LEVEL MEASURES

Program: Long Range Planning		Expected Result	
Service	Service Level Measure	FY14	FY15
Comprehensive Plan (Chapters 1-5) & Master Plans	<i>Service Levels as Defined by Activities Below:</i>		
<i>Comprehensive Plan Review and Updates</i>	Complete a review of the Comprehensive Plan, determine if updates are needed, and complete updates as needed in accordance with State law and City Policy requirements	Annually	Annually
<i>Oversees Master Plan Updates Process</i>	Conduct updates in accordance with Master Plan policy	Twice a year, or as needed	Twice a year, or as needed
<i>Master Plan Annual Reports</i>	Lead a Review of all master plans by October of each year.	1 plan update per year	1 plan update per year
<i>Maintain City Master Plan Policy</i>	Review and update the policy	Every 5 years or as needed	Every 5 years or as needed
Land Use Planning	<i>Service Levels as Defined by Activities Below:</i>		
<i>Updating the Land Use Master Plan</i>	Annually complete a review of the Land Use Plan, outline needs, and complete updates every 5 to 10 years or as needed in accordance with City policy requirements	Every 5 to 10 years or as needed	Every 5 to 10 years or as needed
<i>Annual Land Use Project Programming</i>	Develop a proposed program of land use planning projects	Annually	Annually
<i>Land Use Project Implementation</i>	Complete long-range land use projects as needed.	Annually	Annually
Demographics and Development Agreements	<i>Service Levels as Defined by Activities Below:</i>		
<i>Population Estimates and Projections</i>	Provide a report on population estimates, projections, and demographic information in January in accordance with the City's Demographic Policy.	Annually	Annually
<i>Demographics</i>	Provide City demographic information to internal and external customers in timely manner. Perform a coordinating role during decennial census.	1 to 3 times per month, or as needed	1 to 3 times per month or as needed
<i>Land Use Inventory</i>	Complete land use inventory	Annually	Annually
<i>Development Agreement Monitoring</i>	Review Development activity and ensure the enforcement of developer and City obligations as established in development agreements.	Quarterly or as needed	Quarterly or as needed
Annexations	<i>Service Levels as Defined by Activities Below:</i>		
<i>Annual Non-MUD Annexation Review Program</i>	Complete review of ETJ non-MUD areas with the review initiating in June of each year.	Annually	Annually
<i>Lead Annexation Process for Non-MUS Areas</i>	Coordinate and lead process for all non-MUD annexations in accordance with State law.	As needed	As needed
<i>Assist Annexation Process for MUD Area</i>	Support Community Development as needed with annexation of MUD areas.	As needed	As needed

Mobility Planning	Service Levels as Defined by Activities Below:		
Comprehensive Mobility Plan: Developing and Updating the Plan	Complete a review of the Comprehensive Mobility Plan and complete updates every 5 to 10 years or as needed in accordance with City policy requirements.	Update every 5 to 10 years or as needed.	Update every 5 to 10 years or as needed.

Comprehensive Mobility Plan: Annual Project Programming and Implementation	Develop a proposed program of mobility projects. Manage assigned mobility projects as needed and in coordination with other departments.	Annually	Annually
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PROGRAM SUMMARY

The Food Inspection Program is responsible for the permitting and inspection of temporary, mobile and permanent food establishments across the City in order to ensure they are safe, sanitary and in compliance with applicable codes and regulations. In addition, the Food Inspection staff also conducts reviews of building plans for the construction of new food establishments or the remodel of existing ones. This program operates to ensure that the City of Sugar Land is the safest city in the area by working with food establishments and individuals throughout the community to provide food to consumers that is safe, unadulterated and honestly presented.

The program consists of three (3) full-time positions, two Sanitarians, with supervision by the Senior Sanitarian, and operates Monday through Friday from 8 a.m. to 5 p.m. with some temporary event inspections occurring outside these normal hours of operation. Designated staff is also on-call should an emergency arise, by being in cell phone contact.

SERVICES AND SERVICE LEVELS

Service: Food Establishment Permitting

Through the Food Inspection Program, city staff ensures that all temporary, mobile and permanent food establishments are properly permitted.

Activity: Permanent & Mobile Food Establishment Permits

All permanent and mobile food establishment permits are issued for a period of one year and must be renewed annually prior to permit expiration. Approximately 460 mobile and permanent food establishments are currently permitted within the City of Sugar Land and include a variety of establishments such as restaurants, grocery stores, schools, daycare centers, hospitals, and nursing homes. However, some of these establishments have multiple departments (i.e. grocery stores and hospitals). While these additional departments within the establishments are not permitted individually, they are inspected separately during the inspection process and require an increased amount of inspection time. When considering each of these departments separately, an additional 205 establishments/inspections are added to the current total of permitted establishments.

Through the annual permit process, a renewal invoice is mailed to each establishment approximately one month prior to permit expiration. This task is accomplished through monthly coordination with the Treasury Department. Upon annual permit expiration and the receipt of payment, renewal permits are printed and distributed to the food establishments.

Activity: Retail Frozen Dessert Manufacturing Establishment Permits

When applying for a food establishment permit, all applicants must disclose whether the establishment will operate as a retail frozen dessert manufacturing establishment. Under the City's Code of Ordinances, a retail frozen dessert manufacturing establishment is defined as "any premises where frozen dessert mixes are frozen or partially frozen within and in contact with an enclosed freezing compartment, and dispensed for retail sale or distribution." Approximately 72 retail frozen dessert manufacturing establishments are permitted within the City. Through the annual permit process, a renewal invoice is mailed to each establishment approximately one month prior to permit expiration. This task is accomplished through monthly coordination with the Treasury Department. Upon annual permit expiration and the receipt of payment, renewal permits are printed and distributed to the food establishments.

Activity: Temporary Food Establishment Permits

Temporary food establishments are permitted as they occur throughout the year and are issued for a period of time not to exceed 14 days. The number of temporary food establishments that are annually permitted may vary from year to year; however, during the 2013 fiscal year, the Food Inspection staff permitted 158 temporary events with a total of 2,934 vendors. Some vendors may have been counted multiple times due to repeat events; however, each event requires considerable staff time in document review, communication with vendors and permit issuance.

The issuance of a temporary food establishment permit requires that the event coordinator and any participating vendors complete and submit applications to the City for review and processing. After receiving the applications, Food Inspection staff reviews the foodservice documentation to ensure the temporary food establishment operations comply with the applicable codes and ordinances. If any inconsistencies are identified within the application, staff contacts the vendor to clarify and correct the documentation. Applications must be submitted at least seven days prior to a temporary event, and during the permitting process, the Food Inspection staff communicates with the event coordinator to keep them apprised of the status of their temporary food establishment permit.

Service: Food Establishment Inspections

Inspections of temporary, mobile and permanent food establishments are conducted on a routine, emergency or complaint basis to ensure the establishments are in compliance with applicable codes and regulations.

Activity: Routine Inspections

As per city policy, all permanent food establishments should be inspected no less than twice per year, equating to approximately 900 routine inspections conducted annually. In addition, mobile foodservice operations are inspected annually. Due to the mobility of these operations, the vehicle inspections are performed at City Hall in August each year. There are currently 9 mobile units permitted by the Food Inspection Program.

During these inspections, staff thoroughly reviews the foodservice operations within an establishment and identifies any violations of the Texas Food Establishment Rules (TFER) or Chapter 3, Health and Safety, of the Code of Ordinances. Upon completion of the inspection, an inspection report is completed

and reviewed with the establishment manager and/or owner. Both the Inspector and the owner/manager of the establishment must sign the report confirming the inspection findings and corrective action time frames. During a routine inspection, staff may identify the need to perform a re-inspection of the food establishment if corrective actions must be taken to comply with applicable codes and regulations or to mitigate risk factors known to cause foodborne illness. If a re-inspection is required, the date of the re-inspection is also identified within the inspection report.

For those establishments classified and permitted as a retail frozen dessert manufacturing establishment, the Food Inspection Program staff has identified the need to inspect and sample the frozen dessert machines annually as an element of the routine inspection process.

Temporary food establishments are inspected on an as needed basis as determined by the Senior Sanitarian. The Food Inspection staff utilizes all inspections as an opportunity to provide education and technical assistance to the establishments in order to enhance food safety and sanitation within the community.

Activity: Complaint Inspections

Complaint investigations and inspections are conducted as complaints are received. Food Inspection staff responds to complaints within 24 to 48 hours, as determined by the nature of the complaint. The inspection process involves communication with the complainant to obtain the relevant food-history information, an inspection of the food establishment and the issuance of an inspection report identifying any corrective action requirements. While the number of complaint inspections may vary annually, Food Inspection staff investigates approximately 75 –100 complaints each fiscal year.

In some situations, complaints may be related to a foodborne illness or outbreak. In these situations, complaints may be received directly from the individual who ate at the establishment, or they may be routed through physicians, the county, the state, or federal agencies with regulatory oversight for food safety. In these situations, the Food Inspection staff will coordinate with the appropriate authorities to inspect, document and report the findings associated with each complaint/situation.

Activity: Emergency Inspections

In the event of an emergency such as a fire, flood, storm, or power outage, Food Inspection staff must be prepared to respond and is on call to respond to these types of situations. The Senior Sanitarian is the first point of contact for Dispatch in the event of an emergency that affects foodservice, and the Senior Sanitarian then coordinates with the Sanitarians to respond as necessary. Once a food establishment is clear for entry, an inspection must be conducted to determine whether or not foodservice operations can continue and the condition of the food at the establishment. Upon completion of the inspection, an inspection report is issued detailing the required corrective actions, the time frame for completion, and the status of foodservice operations at the establishment. If foodservice operations at the establishment are suspended until the corrective actions can be taken, a re-inspection will be completed prior to the commencement of operations. Depending upon the condition of the establishment and the type of corrective actions required, staff may need to perform multiple re-inspections or temporarily close the establishment. In some instances, a boil order (as mandated by the City) may need to be enforced at establishments as well.

The Food Inspection staff must also be prepared to work with various local, state and/or federal agencies in the event of a possible foodborne illness or outbreak. During these situations, the staff will perform inspections/investigations and work with the appropriate organizations to report and tabulate the collected data.

Activity: Pre-Operational Inspections

Pre-Opening Inspection - Once construction plans are approved, a building permit is issued and construction begins on a permanent food establishment. Pre-operational inspections must be conducted to ensure that the approved plans are implemented accurately and that the construction and installation meet the applicable codes and regulations. During the construction process, the Food Inspection staff will complete courtesy pre-operational inspections at the owners request prior to the pre-opening final inspection. After the pre-opening final inspection has been approved and the permit application has been processed, the food establishment will be issued an annual food establishment permit within 48 hours.

Ownership Change Inspection - Pre-operational inspections may also be conducted with the change in ownership at a food establishment. Food Inspection staff will conduct courtesy pre-operational inspections during a change in ownership at the owner's request. Upon approval of the change of ownership final inspection and the receipt of the permit application and payment, the food establishment will be issued an annual permit.

The number of pre-opening and ownership change inspections that are conducted on an annual basis varies; however, on average Food Inspection staff performs approximately 100 pre-operational inspections each fiscal year.

Service: Plan Review

When the construction or remodel of a food establishment occurs within the City, Food Inspection staff reviews the site plans to ensure compliance with applicable codes and ordinances. These plans are reviewed within two weeks of the submittal date. Upon completion of the review, the Food Inspection staff will either clear the applicant for a construction permit or provide comments as to any plan modifications that are required prior to the issuance of a permit. If plan modifications are required, Food Inspection staff reviews any re-submittal documentation and continues the process as noted above. The number of plan submittals may vary annually; however, the Food Inspection staff reviews approximately 75 – 100 submittals each fiscal year.

SERVICE LEVEL EXPECTATIONS

Program: Food Inspection	
Service (Activity)	Service Level Expectation
Food Establishment Permitting	<i>Service Levels as Defined by Activities Below:</i>
<i>Permanent & Mobile Food Establishment Permits</i>	Permits issued in a timely and accurate manner.*
<i>Retail Frozen Dessert Manufacturing Establishment Permits</i>	Permits issued in a timely and accurate manner.*
<i>Temporary Food Establishment Permits</i>	Applications processed & permitted within a timely manner.
Food Establishment Inspections	<i>Service Levels as Defined by Activities Below:</i>
<i>Routine Inspections</i>	Permanent & mobile food establishments inspected to ensure safety requirements**
	Temporary food establishments inspected on an as needed basis as determined by the Senior Sanitarian
<i>Emergency Inspections</i>	Emergency call response within a timely manner***
<i>Complaint Inspections</i>	Complaint inspections performed within a timely manner.
<i>Pre-Operational Inspections</i>	Inspections completed within a timely manner following customer request
Plan Review (New Establishments & Remodels)	Plans reviewed quickly and accurately

*Annual permanent, frozen dessert permit & mobile food establishment permit renewals are coordinated through the Treasury Department. Permanent establishments receive inspections twice a year, and these inspections do not directly correlate with the dates of permit renewal. Mobile units are inspected annually, and the inspection directly corresponds with permit renewals.

**Mobile food establishment inspections are performed and processed at City Hall.

***Emergency inspections are typically related to an emergency situation such as a fire, a storm or electricity availability.

SERVICE LEVEL MEASUREMENTS

Program: Food Inspection		Expected Result	
Service	Service Level Measure	FY15	FY16
Food Establishment Permitting	<i>Service Level Measures for Activities Below:</i>		
<i>Permanent & Mobile Food Establishment Permits</i>	Permit issued prior to permit expiration or the opening of a new establishment*	95%	95%
<i>Retail Frozen Dessert Manufacturing Establishment Permits</i>	Permit issued prior to permit expiration or the opening of a new establishment*	95%	95%
<i>Temp Food Est. Permits</i>	Applications processed/permited within seven days of receipt	100%	100%
Food Establishments Inspections	<i>Service Level Measures for Activities Below:</i>		
<i>Routine Inspections</i>	Perform two inspections/year for permanent establishments & one inspection/year for mobile est.**	75%	100%
<i>Emergency Inspections</i>	Respond to Dispatch within 1 hour	100%	100%
<i>Complaint Inspections</i>	Response within 24-48 hours	100%	100%
<i>Pre-Operational Inspections</i>	Inspection within 5 business days	100%	100%
Plan Review	Plans reviewed in two weeks	100%	100%

* Permitting process is contingent upon completeness/payment from applicants, affecting issuance timeframe for staff.

** The Food Inspection Program currently has a Sanitarian vacancy. We are in the process of advertising and hiring for the position; however, the current reduction in staffing will affect our ability to perform routine inspections in accordance with our level of service.